



Emerging State Leaders: Leading Change and Influencing People

The State Capacity Building Center is sponsoring a peer learning forum for emerging state leaders who are seeking to improve their knowledge and skills about leading change and influencing others as part of their contribution to building a strong early learning system. The opportunities and challenges States and Territories face are crosscutting and complex. To achieve results, leaders at all levels must coordinate groups of people, resources, and policies beyond their immediate control. Creating change and influencing others are necessary skills for contributing to the development of a strong early learning system. Many people who lead systems work from various positions within States stand to benefit from cutting-edge research and theory.

The emerging state leaders peer learning forum is a series of webinars for those who make decisions and whose work is related to the Child Care and Development Fund (CCDF).

Overview

This peer learning forum will focus on critical aspects of personal leadership regarding change and influence in the context of the early learning system. It will include the following:

- ◆ Information about leading research and theories;
- ◆ Opportunities to practice techniques that promote systems building and sustainability;
- ◆ Peer networking opportunities that cultivate an emerging leadership community; and
- ◆ One-on-one coaching and consultation (optional).

Schedule

The emerging leaders peer learning forum will consist of an orientation/kick-off meeting and three content and practice webinars along with an option for individual consulting.

- ◆ Orientation/kick-off: April 2017
- ◆ Webinar 1: May 2017
- ◆ Webinar 2: June 2017
- ◆ Webinar 3: July 2017

Webinar Series Details

The purpose of this webinar series is to build the capacity of emerging leaders by helping them learn to create change and influence people in order to create a strong early learning system.

Webinar 1

Using research on the neuroscience of creating change, the first webinar will share information about core brain networks that are significant when collaborating and influencing others, as well as ideas for application.

Learning Objectives

The webinar's objectives are as follows:

- ◆ Examine the five domains of the SCARF (Status, Certainty, Autonomy, Relatedness, Fairness) model;
- ◆ Review the neuroscience drivers that help individuals and organizations function more effectively, reduce conflicts, and increase good performance;
- ◆ Take an emotional intelligence quiz, and learn results from third party online purveyor; and
- ◆ Articulate personalized practices and strategies for effectively using these insights to develop participants' leadership skills.

Resources

Rock, D. (2008). SCARF: A brain-based model for collaborating with and influencing others. *NeuroLeadership Journal*, 1(1) 44–52. Retrieved from https://www.med.illinois.edu/depts_programs/academic_affairs/downloads/SCARF-NeuroleadershipArticle.pdf.

Webinar 2

This webinar will focus on building collective leadership and systems-thinking skills. Content will include the three core capabilities that system leaders develop to foster collective leadership, and practices for embodying these capabilities.

Learning Objectives

The webinar's objectives are as follows:

- ◆ Learn about collective leadership and systems thinking within the context of being an emerging leader;
- ◆ Increase knowledge and skills for using “Habits of a Systems Thinker”;
- ◆ Examine three core capabilities to see the whole system, foster reflection and creativity, and set new directions collectively; and
- ◆ Develop skills, strategies, and practices to integrate the core capabilities into participants' leadership roles.

Resources

Senge, P., Hamilton, H., & Kania, J. (2015). The dawn of system leadership. *Stanford Social Innovation Review*, winter, 27–33. Retrieved from https://ssir.org/articles/entry/the_dawn_of_system_leadership.

Waters Foundation (2017). Habits of a systems thinker. Retrieved from <http://watersfoundation.org/systems-thinking/habits-of-a-systems-thinker/>.

Webinar 3

This webinar will provide an opportunity for emerging leaders to practice applying new content by sharing experiences and developing strategies.



Learning Objectives

The webinar's objectives are as follows:

- ◆ Compare and contrast experiences and highlight new leadership practices;
- ◆ Develop and plan a strategy for engaging in new leadership practices; and
- ◆ Examine the use of the peer network by using leadership practices to create a peer leadership community.

Consultation Component (Optional)

Participants will be matched with consultants for individual content-based conversations. These conversations will be informed by the following definition of consultation:

Consultation is a collaborative, problem-solving process between an external consultant with specific expertise and adult learning knowledge and skills and an individual or group from one program or organization. Consultation facilitates the assessment and resolution of an issue-specific concern—a program-/organizational-, staff-, or child-/family-related issue—or addresses a specific topic.¹

¹ National Association for the Education of Young Children & National Association of Child Care Resource & Referral Agencies. (2011). Consultation. In *Early Childhood Education Professional Development: Training and Technical Assistance Glossary*. (p. 12). Washington, DC, and Arlington, VA: Authors.

The State Capacity Building Center (SCBC) works with State and Territory leaders and their partners to create innovative early childhood systems and programs that improve results for children and families. The SCBC is funded by the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Child Care.

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